

NEWS

and Information

A Bimonthly Newsletter from the Premier Trainer of Federal, State and Local Government Professionals

September/October 2002

MARK YOUR CALENDARS

LDA'S ORGANIZATIONAL LEARNING
CORE COMPETENCY PROGRAM
FOR LEARNING LEADERS,
OCT. 29 - NOV. 1
FOR MORE INFORMATION, VISIT
WWW.GRAD.USDA.GOV/OLCC

programs

Upcoming Events and Programs at the Graduate School, USDA

Visit www.grad.usda.gov for more information on these programs.

Enhance your leadership skills with the newly revised Leadership Effectiveness Inventory (LEI). The LEI is an assessment instrument designed to measure federal executive, managerial and supervisory leadership competencies. For more information, contact Gary Dzurec at (202) 314-3464.

Management and Team Development courses build on the Introduction to Supervision course, which helps leaders develop strong teams, motivate employees and distribute work effectively. Many of these courses are offered nationwide.

In Dallas, the Graduate School recently cosponsored the North Texas Chapter of the National Association of Hispanic Federal Executives' Spring Conference. Lou Gallegos, USDA assistant secretary for administration and Graduate School General Administration Board member, opened the Conference. In addition to his participation in the one-day conference, Mr. Gallegos visited the Southwest Training Center and attended a luncheon in his honor, which was sponsored by the Graduate School and attended by all regional USDA agency heads.

Kamran Aslam Kahn, the director general of the National Institute of Public Administration in Pakistan, visited the Graduate School during 10 days in August to benchmark the School's management and training programs. The Director General will draw upon the School's extensive expertise for effective ways to develop and deliver short-term courses and training programs for government and private sector employees.

The Southeast Training Center's Computer Lab in Vicksburg, Mississippi combines training opportunities for civilian and government employees with reasonable lodging costs in a quaint Southern city.

Graduate School Celebrates 81 Years with a Congressional Reception

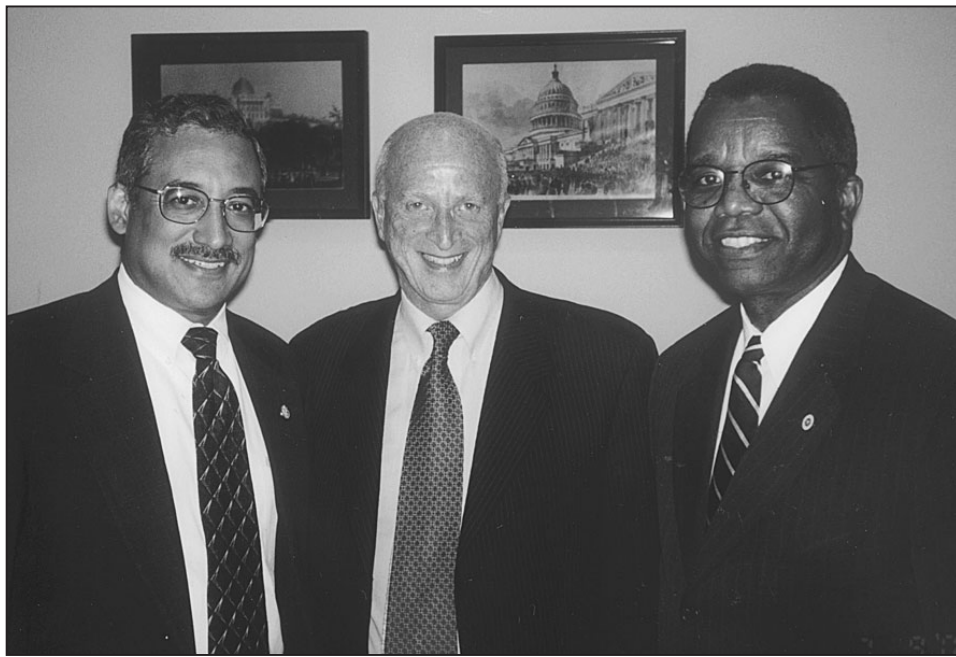
The Graduate School celebrated 81 years of excellence in education and service to the federal community and members of Congress with a reception held on July 9, 2002 at the Rayburn Building on Capitol Hill.

Representative Robert Scott of Virginia, a member of the Select Committee on Education, hosted the reception. Attendees applauded the remarks of Scott as well as the congratulations offered to the Graduate School by Deputy Assistant Secretary for Higher Education Wilbert Bryant. Members of Congress attended the reception along with the Graduate School's current class of Congressional Fellows.

The Graduate School has a long history of service to members of Congress. The Graduate School's Leadership Development Academy (LDA) delivers the Congressional Fellows Programs as well as a series of seminars focusing on congressional and legislative operations. The Congressional Fellows Program offers executive branch employees the opportunity to serve in members' offices and on committees for six-month and one-year assignments. This placement process is unique and highly personalized. The Graduate School staff make assignments by matching the Fellows' interests and skills with assignments available in various congressional offices. Fellows gain a rich understanding of the legislative arena, increase their skills and make excellent career contacts. They may also receive graduate credit for their completed assignments from American University, George Washington University and the Institute for World Politics.

On Capitol Hill, the Graduate School also offers customized programs, such as language training for representatives who seek to reach diverse constituents. This spring, six representatives attended an Evening Programs' class on the Hill and received certificates of completion for Spanish. In addition, the Graduate School academic team met many young staffers who traditionally enroll in Evening Programs' classes in subjects as varied as congressional office operations, foreign languages from Arabic to Spanish and environmental studies. In the future, the Graduate School may offer quarterly a series on critical issues for Capitol Hill staff members.

For more information on the LDA's congressional programs, contact Ed Willett or Martha Holbert at (202) 314-3580. For more information on Evening Programs' language courses offered to congressional representatives, contact Dr. Maria Wilmeth at (202) 314-3658. For general Evening Programs' course information, call (202) 314-3650.



Celebrating the 81st anniversary of the Graduate School are, left to right, Congressman Robert Scott (D-Virginia), Dr. Jerry Ice, executive director of the Graduate School, and Wilbert Bryant, deputy assistant secretary for higher education at the Department of Education.

GOVTfact

FEDERAL PERFORMANCE PROJECT REPORT CARD

AGENCIES GRADED IN 2001

Agency	Agency Grade	Management for Results	Financial Management	Human Resources Management	Information Management	Physical Assets Management
National Weather Service	A-	A	A	A	A	A
Postal Service	A	A	A	C	B	A
Administration for Children and Families	B	B	B	B	B	N/A
NASA	B	B	C	B	B	B
Bureau of Consular Affairs	C	C	C	C	B	N/A
Forest Service	C	C	D	B	C	C
Bureau of Indian Affairs	D	D	C	C	D	D

AGENCIES GRADED IN 2000

Coast Guard	A	A	B	A	A	A
Army Corps of Engineers	B	B	B	A	B	B
Veterans Benefits Administration	B-	B	C	B	C	B
National Park Service	C	C	C	B	C	C
Office of Student Financial Assistance	C	B	C	C	C	*

AGENCIES GRADED IN 1999

Social Security Administration	A	B	A	B	A	*
Food and Nutrition Service	B	B	B	B	A	*
Food and Drug Administration	B	B	B	B	B	*
Federal Emergency Management Agency	B	B	B	B	B	C
Food Safety and Inspection Service	B	B	B	C	B	*
Veterans Health Administration	B	A	B	B	B	B
Occupational Safety and Health Admin.	B-	C	B	C	B	*
Patent and Trademark Office	B-	B	B	C	C	*
Environmental Protection Agency	B-	C	B	C	B	B
Federal Housing Administration	B-	C	C	B	B	*
Internal Revenue Service	C	B	B	C	D	*
Customs Service	C	C	B	C	C	*
Health Care Financing Administration	C	C	C	B	D	*
Federal Aviation Administration	C	B	D	C	C	C
Immigration and Naturalization Service	C-	C	D	D	C	C

* Grade combined with Information Management

The Federal Performance Project, a partnership of *Government Executive* and The George Washington University Department of Public Administration, is funded by the Pew Charitable Trusts. For the past four years, the Project has assessed the management abilities of various federal agencies. For more information visit www.governmentexecutive.com.



A Future Federal Workforce

A recent survey of 1,000 college juniors and seniors found that 41 percent are considering a career with the federal government. According to the survey, conducted by Penn, Shoen and Berland Associates in Washington D.C., 75 percent of these students have a favorable opinion of the federal government as an employer. This rate is higher than those of previous surveys. However, a majority of those surveyed said that the private sector provides a more challenging work environment and better advancement opportunities.



CFO Graduation Honors Future Managers

The Chief Financial Officers (CFO) Council founded the CFO Council Fellows Program to provide career development opportunities for promising financial managers. In May, five CFO Fellows were honored at a ceremony at the White House Conference Center in Washington, D.C.

The Fellows, who are nominated by CFO Council agencies, are selected for their leadership potential, current success in financial management, professional commitment and their business and results orientation. The Fellows' home agencies sponsor them for the one-year program. The CFO program combines classroom training from the Federal Executive Institute and the Graduate School with on-the-job training at the Fellow's host agency.

A provision of the CFO Act of 1990 established the Chief Financial Officers Council. Members include senior officials of the Office of Management and Budget and the Department of Treasury's Financial Management Service, as well as the CFOs and deputy CFOs of major departments and selected independent agencies of

the federal government. For more information on the CFO program, contact John Amey at (202) 314-3408 or visit www.grad.usda.gov.

PICTURED ABOVE:

Congratulations to the five CFO Fellows, left to right: Juan Cammacho, staff accountant, Defense and Accounting Service; Madonna Radcliff, senior financial analyst, Department of Energy; Paul McEnrue, lead accountant, Department of Commerce; Janilyn Johnson, budget analyst, Defense Contract Management Agency; and David Cauthon, systems accountant, Office of Personnel Management.

The CFO graduation speakers are, left to right: Mark Everson, controller, Office of Management and Budget and acting chair, CFO Council; Angelina Antonelli, CFO, Department of Housing and Urban Development and member, Human Capital Committee, CFO Council; Dr. Jerry Ice, executive director, Graduate School, USDA; De W. Ritchie, acting deputy CFO, Office of Secretary of Defense, Department of Defense.

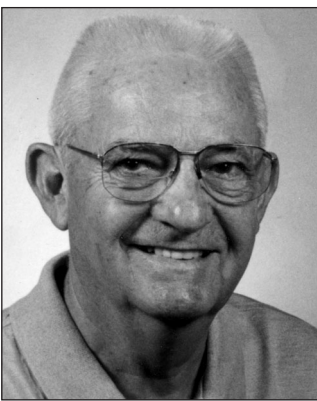
Faculty Profiles



Kathy McCleskey

Kathy McCleskey began training government employees in management supervision and communications in Germany, where her husband was stationed in the early 1980s. Today she teaches these subjects for both the Southwest Training Center and the Southeast Training Center. Since 1999 she has delivered and assisted in the design of the United States Postal Service Career Management Program (USPS CMP). "I got involved with the early CMP pilots. We found that these employees, like most workers in the federal government, have more knowledge than they realize. They just need training on how to apply it, how to think differently." McCleskey, also a management consultant for the National Federation of Public

Broadcasters and Dell Computer Corporation, works with students on issues from strategic planning to assessing their agencies' cultures to be sure their management style is a good fit. In her classes McCleskey senses a rising concern among her students about the aging federal workforce. "It's becoming real suddenly. Managers see training needs in a different light. They may have to promote employees to mid-management and even senior positions, but wonder if they are prepared." What is the most rewarding aspect of her job? "Anytime we are talking about issues — many of them global — and my students realize that they can have an impact locally, right in their offices." In their free time, McCleskey and her husband sail near their home in Austin, Texas.



Sydney Smith

Sydney Smith, a retired professor of education, science education and quantitative methods at Georgia State University, has taught at the Graduate School since the early 1980s. He teaches several courses in the management curriculum and is known for his student-centered, interactive teaching style. "I like direct teaching and having a dialogue with the students." Smith is enthusiastic about the Graduate School's management curriculum. "Now that there are certificates of accomplishment in several management content areas, my students have more focus and are more serious and interested in planning a career." Smith also notes a steady rise in the number of interns among his students, particularly from the Centers for Disease Control and the Defense Logistics Agency. "These interns are coming in with a strong management focus, rather than taking courses here and there." An avid reader, Smith recommends *Professional Learning Communities at Work* by Richard DuFour and Robert Eaker and *First Things First* by Stephen Covey. In his free time he retreats with his wife to 15 riverfront acres in Sunbury, near Savannah, Ga., for freshwater and deep-sea fishing.

NEWSbriefs



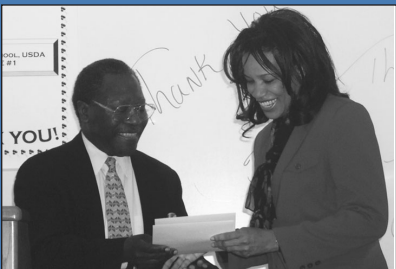
Graduate School Instructor Publishes Poems

Students and staff gathered at the Graduate School's bookstore in June to meet instructor and author Kwame Alexander. Alexander, who, in addition to teaching, is a poet, playwright, producer and publishing consultant, read from his latest book, *Kupenda: Love Poems*.

The Graduate School provided support to the Blacks in Government annual conference by organizing education workshops and training sessions and by awarding Continuing Education Units (CEUs) for certain sessions. Held in Atlanta from August 26-30, the conference featured the theme "Accept the Challenge, Exceed the Standard Through Professional Development."

CFC Campaign a Success

For its outstanding participation in the Combined Federal Campaign (CFC), the Graduate School has received both the Pacesetter Plaque and the President's Award. Particularly, Clarence Hardy, campaign director, congratulated Tonya Barbee, the Graduate School's CFC coordinator. The Graduate School's contribution increased from 2000 by 83 percent to \$38,619. With a participation rate of 82 percent, this increase is the largest for any agency with more than 150 employees. The CFC goal for each agency is 3.4 percent. Congratulations to all who contributed to this program's success.



Air Force Audit Agency Wins Deming Award



On September 12, the Graduate School presented the W. Edwards Deming Outstanding Training Award to the Air Force Audit Agency (AFAA). This award is presented annually to honor to a federal government civilian organization or branch of the military that has successfully completed an innovative employee development and training program.

As a result of its own quality improvement process, the Air Force Audit Agency (AFAA) – the independent agency that appraises the economy and efficiency of the Air Force worldwide – embarked on a training initiative to provide 600 auditors instruction in Computer Assisted Audit Tools and Techniques (CAATTs). This has achieved remarkable results. Employing these automated CAATTs, auditors can analyze large databases or file reports to identify transactions that appear unusual, anomalous, wasteful or possibly fraudulent. They can then focus on those transactions.

In a unique partnership between AFAA's training division and its field supervisors, instructors became expert consultants, assisting their students during audit applications and then using the data obtained by course graduates to continually improve and upgrade the course – a closed loop system. Students use the extracted data when they return to their field offices, where a select group of CAATT auditors mentor and coach the new graduates. Potential savings from CAATTs auditing are growing rapidly – in 2000: \$220 million; in 2001: \$340 million.

The Graduate School honored three organizations as runners-up for the Deming Award: the Maintenance and Logistics Command Atlantic (MCLA), the Defense Acquisition University (DAU) and the Department of Energy Idaho Operations Office (DOE-ID).

The Deming Award honors Dr. W. Edwards Deming and recognizes his 22-year career with the Graduate School as a mathematics and statistics faculty member and curriculum chair. Deming, known as the father of the Japanese post-war industrial revival, was regarded by many as a cutting-edge quality guru. Before his death in 1993, he authored hundreds of papers and published *The New Economics*, a synthesis of his ideas on quality and leadership.

LDA Director Chairs Public Employees Roundtable

Kirke Harper, director of the Graduate School's Leadership Development Academy (LDA), currently serves as the chairman of the board of the Public Employees Roundtable. The Roundtable is a 20-year-old coalition of 29 organizations that represent more than one million current and former public employees worldwide. The Roundtable was formed in 1982 to promote the value of the contributions public employees make to society, to recognize excellence in public service and to attract people to work in public service occupations.

Annually, the Roundtable sponsors Public Service Recognition Week, a celebration of public service that occurs in locations worldwide. The past two years the Graduate School has sponsored the Roundtable's scholarship lunch and has contributed to the scholarship fund.

MESSAGE FROM THE EXECUTIVE DIRECTOR



What does the federal government's pending crisis in human capital mean? A shortage of skilled managers. By 2005, 60 percent of the Senior Executive Service (SES) may retire and another 21 percent will be eligible for early retirement. Therefore, to fill this leadership vacuum succession planning and leadership development programs are necessary. Managers will need more than technical expertise to handle tomorrow's challenges.

In the federal workplace, several qualities distinguish leaders – vision, adaptability, accountability and strategic thinking. To develop these qualities and essential skills in managers, the Graduate School's Leadership Development Academy (LDA) offers a wide range of leadership development opportunities that are designed to meet the needs of federal agency officials and others seeking professional growth. LDA's training program for Senior Executive Service (SES) candidates addresses the five fundamental executive qualifications identified by the Office of Personnel Management: leading change, leading people, results driven, business acumen and building coalitions and communication.

LDA's Congressional Fellows Program offers qualified candidates a unique opportunity to work for six- and twelve-month assignments on Capitol Hill in congressional offices or on committees on legislative issues. In the yearlong Executive Potential Program employees can assess their leadership strengths and weaknesses and build new managerial skills. LDA also provides programs for both new and aspiring leaders, an executive leadership program for mid-level employees and a 360-degree assessment tool – the Leadership Effectiveness Inventory.

Federal employees can also enhance their careers in the Graduate School's daytime, evening or distance learning programs. Future managers can enroll in programs like the Certificate of Accomplishment in Financial Management or in courses on human resources management, communication skills and management development.

Annually, the Graduate School teaches 1200 courses to more than 200,000 individuals, both nationwide, and around the globe. It is clearly poised to prepare future federal managers and leaders.

Dr. Jerry Ice

FOCUS ON MANAGEMENT

LDA Reinvents New Leader Program

The recently redesigned New Leader Program (NLP) sets a new standard for excellence and innovation in the Leadership Development Academy (LDA). The redesigned program offers more challenges, benefits and value for organizations and a new way of thinking for participants. NLP is an intensive six-month program that prepares public sector employees at the GS 7-11 levels to become more effective leaders through a series of developmental experiences. Under Program Director Kimberly Robinson, NLP has an integrated approach to leadership training that combines assessment, individual development and experiential learning.

The curriculum is designed so participants can immediately apply what they learn to their respective organizations. It emphasizes mental models in leadership, individual effectiveness through team learning and emotional intelligence as a framework for managing conflict, leveraging diversity, solving problems and making decisions. In addition, new materials serve as reference resources for participants both during and after the program. Feedback indicates that participants graduate from NLP feeling enlightened, encouraged and empowered. This program provides a powerful leadership development paradigm for those who are prepared to accept the challenge. For more information, contact the LDA at lda@grad.usda.gov, the NLP at NLP@grad.usda.gov, or visit www.grad.usda.gov.

Management Certificates Hone Skills

The Certificate of Accomplishment in Management Analysis and the Certificate of Accomplishment in Financial Management offer students a chance to grow as managers. The Management Analysis courses are practical and hands-on so students can master the analytic skills required for today's management and program ana-



lyst positions. The Certificate of Accomplishment in Financial Management provides students with a framework for advancing in this competitive field. Students develop a broad range of knowledge and skills and learn to make sound financial decisions. For more information, visit www.grad.usda.gov.

Partnership with MIT's Society for Organizational Learning

The Leadership Development Academy is partnering with the Society of Organizational Learning (formerly called the Organizational Learning Center), which was founded by management scholar Peter Senge at the Massachusetts Institute of Technology. Part of LDA's new organizational learning curriculum, this partnership provides public sector organizations with access to consultants in the SOL community and the groundbreaking learning resulting from partnerships over the past 10 years between staff at MIT's Sloan School of Business and Fortune 500 companies. The Organizational Learning Core Competency Program for Learning Leaders is based on Peter Senge's landmark management text *The Fifth Discipline*. For more information, visit www.grad.usda.gov/olcc.

Resiliency Key to Long-Term Success

In a study conducted by the Center for Creative Leadership, managers say that 55 percent of the most successful managers they know display the ability to adapt and be resilient. These managers have these skills and strengths: acceptance of change, commitment to continuous learning, self-empowerment, sense of purpose, strong personal and professional networks, and flexible skills. For more information, visit www.ccl.com.

Take note...



Certificate of Accomplishment in Conflict Management

The Graduate School developed the Conflict Management Certificate Program in response to the National Performance Review, which encourages employees to use conflict resolution for managing organizational problems within agencies. The certificate equips students with the knowledge and skills to handle workplace disputes. For more information, visit www.grad.usda.gov.

Coaching, Mentoring, Facilitating

This distance education suite focuses on essential skills for a successful leader: coaching, mentoring and facilitating. The suite includes the following submodules: Facilitating Challenging Situations, Facilitative Formats and Tools: Offering Options, Managers' Performance Guide for Coaching Skills, Overcoming the Challenges of Change, The Facilitative Leader, and The Role of the Facilitator. Tuition is \$139. Course Code: MGMT0500A-N07. For more information, contact Technology Learning Services at (202) 314-3630 or tls@grad.usda.gov.

Specialized Financial Management Training

The Graduate School is licensed by the American Society of Military Comptrollers (ASMC) to deliver the Enhanced Defense Financial Management Training Course as part of the Certified Defense Financial Management (CDFM) Certification Program. For more information, visit www.grad.usda.gov.

Negotiating Techniques

This two-day class is designed for employees who want to successfully negotiate everyday situations into win-win resolutions. It is a required course for the Conflict Management Certificate Program. Students learn to distinguish among negotiation, mediation and arbitration; use multiple negotiation strategies; apply the no-fault negotiation formula; assess the conflict management styles of co-workers; and learn ways to frame issues.

Course Code: MGMT9104D-N07

Sept. 24-25, 2002, Washington, D.C.

Tuition: \$445

Nov. 20-21, 2002, New Orleans, La.

Tuition: \$495

Conflict across Cultures

This two-day course, which is required for the Conflict Management Certificate, examines ways to prevent cultural misunderstandings, how EEO regulations and the use of ADR concepts can be applied to disputes and how culture and gender issues can influence office relationships.

Course Code: CMGT7101D-N07

Jan. 13-14, 2003, Washington, D.C.

Tuition: \$425

Leadership Essentials

This three-day course offers in-depth leadership development for supervisors, managers, branch chiefs, division heads and others in leadership positions. Students design a personal leadership development plan; learn to recognize and analyze critical leadership behaviors; practice visionary and strategic thinking; energize employees; and apply skills learned from case studies and exercises.

Course Code: MGMT7020D-N07

Sept. 24-26, 2002, Philadelphia, Pa.

Tuition: \$545

Nov. 13-15, 2002, Phoenix, Ariz.

Tuition: \$625

Suitability Adjudication (STAF8101D-N07) is a new course for federal human resources and security specialists. Tuition: \$545; Sept. 23-25, Las Vegas, Nev.

Education Fair Showcases “Start with Us and Finish with Them”



Nearly 70 percent of the several hundred federal employees attending the Graduate School Education Fair in Washington, D.C. on July 24 were seeking to complete college degrees through the Graduate School's Partners in Education program. Several colleges and universities in this partnership exhibited their programs at the Fair. Articulation agreements between the Graduate School and these institutions allow students to transfer Graduate School credits to undergraduate programs. Articulation agreements are in place between the Graduate School and UCLA's Anderson School of Business; Averett University; Capella University; Georgetown University; Johns Hopkins University; DeVry University's Keller School of Management; Southeastern University; Strayer University; Thomas Edison State College; Trinity College; University of the District of Columbia; University of Maryland University College; and University of Phoenix. Through these partnerships students can "start with us and finish with them." For more information, go to www.grad.usda.gov/partners or call (202) 314-3650.